REF 7/B

EXPANDED TECHNICAL ASSISTANCE PROGRAM

FAO

No. 1227

Report

on the

TRAINING CENTER FOR COOPERATIVE PERSONNEL IN AFRICA SOUTH OF THE SAHARA

Sponsored by

the Food and Agriculture Organization of the United Nations
the International Labour Office

and

the Commission for Technical Cooperation in Africa South of the Sahara

held in

Nairobi, Kenya, 10 August - 19 September 1959

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FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
ROME, 1960

COMMONWEALTH MYCOLOGICAL INSTITUTE

ETAP REPORT No. 1227 Project AFR/TC/ACD/TE/RU

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INTRODUCTION

In 1957 the Food and Agriculture Organization, the International Labour Office, and the Commission for Technical Cooperation in Africa South of the Sahara (CCTA) agreed to collaborate for organization of a Training Center for Cooperative Personnel in Africa South of the Sahara, to be held in 1959. Like the training centers on cooperatives organized by FAO in the Near and Middle East in 1952 and in the Caribbean area in 1954, and the seminars organized by ILO in Denmark (for overseas participants) and in Asia since 1953, the African Training Center was organized under the Expanded Technical Assistance Programmes of these two organizations, supplemented by certain facilities supplied by C.C.T.A.

The Government of Kenya agreed to act as host and suitable accommodation and catering facilities were made available at the Royal Technical College in Nairobi.

An Associate Director, Mr. W.J.W. Cheesman, a Technical Secretary, Mr. J.E. O'Meara, a lecturer for 2 weeks, Mr. J.C. Ryan, an Administrative Officer and a translator were provided by FAO which also administered the project. The ILO provided a French-speaking Associate Director, Mr. André Hirshfeld, and a lecturer for two weeks, M.J. Fauchon.

French and English simultaneous interpretation with all the necessary equipment and secretarial staff were provided by the CCTA.

The participants, one Associate Director and the Administrative Officer were housed in the Women's Hostel buildings of the Royal Technical College, Nairobi. Each participant had his own bedroom with communal washing and bathing facilities. Lecture room and office accommodation were in the same building.

As host country, Kenya nominated the Resident Director, Mr. I.V. Merlyn Davies, provided local transportation, office equipment and stationery and looked after costs of post and telegraph services.

In addition to acknowledging the excellent cooperation and assistance of ILO and CCTA, special mention must be made of the efforts of the government of Kenya to make the centre a success. The staff of the Registrar of Cooperative Societies, including secretaries, drivers and messengers as well as special liaison officers were available at all times and were extremely helpful. Without their assistance the efficient operation of the centre would have been exceedingly difficult.

A particular word of appreciation is due to Mr. I.V. Merlyn Davies who acted as Resident Director of the Center. In addition to his duties as Acting Commissioner for Cooperative Development and Deputy Registrar of

Cooperative Societies, Mr. Davies found time to plan programs with other associate directors and arrange all the local contacts needed for field trips. The success of the general program and field trips is due in no small measure to the energetic and enthusiastic assistance of Mr. Davies.

The Center was officially opened on August 10th by the Minister for Agriculture, Mr. Bruce McKenzie, representing the Government of Kenya. It closed on September 19th and the participants left Nairobi for their home countries by September 21st.

PARTICIPANTS

Twenty-eight participants from eighteen African countries and territories attended the Centre. Belgium, Ethiopia and the Sudan each nominated one. France sent four from two territories. Ghana deputed two, as did Portugal. Seventeen came from British territories.

The participants worked exceptionally hard and made good use of the facilities offered. Great credit must be given to them for the way so many diverse men of mature age settled down amicably together, submitted to discipline and returned to "school" conditions. Their conduct was a model of good behaviour and brought credit in Kenya to their respective countries.

1. BELGIUM - Belgian Congo

DEPRET, Jean François A.	Fonctionnaire au Service des Affaires Intérieures,	Kivu BUKAVU, B.P.595

2. ETHIOPIA

CHEBUDE, Gabre,	Assistant Coffee Farm Inspector c/o Development Bank of Ethiopia	JIMMA Branch P.O.B. 39

3. FRANCE - Madagascar

DURAND, Paul,	Conseiller Rural	B.P. 20 MORONDAVA
PETERA, Samuel, Jean,	Contremaître d'agriculture et Conseiller Rural	SAMBAUA
RAMANANDRAITSIORY, Felix,	Agent Technique des Eaux et Forêts. Délégué à la Production	VONDROZO

Togoland

AMENDEGNATO, Patrice,	Directeur Adjoint de la Fédération des Sociétés Publiques d'Action Rurale	LOMÉ

4. GHANA

ASIEDU, Emmanuel, Ferdinand,	Cooperative Officer Department of Cooperation	P.O.Box 1 KIMASI
LARTEY, Sam, Ansah	Secretary, Techiman Cooperative Union	P.O.Box 9 TECHIMAN BRONG

5. GREAT BRITAIN - Basutoland

MANARE, Ephraim, Tsepa, Ramotheba	Assistant Manager (Trainee) Basutoland Cooperative Banking Union	P.O.Box 146 MASERU
THOBILENG, MacMusa,	Cooperative Inspector	P.O.Box 89 MASERU

Kenya

BULLINGHAM, Oliver	Cooperative Officer (Accounts)	P.O.Box 811 NAIROBI
KIBUE, James, Aran, Njan,	Cooperative Officer	P.O.Box 52 NYERI

Mauritius

GOOGOOLYE K.H.D.	Cooperative Officer	Campbell Lane VACOAS

Northern Nigeria

GUMEL, Alhaji, Musa,	Assistant Registrar of Coops. c/o Provincial Office	KANO

Western Nigeria

WILLIAMS, O.A.	Manager, Ilesha Cooperative Produce, Marketing Union Ltd.,	P.O.Box 41 ILESHA

South Cameroons (UN Mandate)

EDGALI, David, Christian	Acting Manager BCUF Ltd.,	MOLYKO BUCA

Northern Rhodesia

MHANGO, Albert Chinjuli,	Assistant Manager, Alimi Cooperative Marketing Union Ltd.,	P.O.Box 101 FORT JAMESON
TEMBO, Nason Nelson	Assistant Manager, Petauke Coop. Marketing Union Ltd.,	PETAUKE

Sierra Leone

FOBAY, Alfred, Bali	Secretary, South East Cooperative Federation Ltd.,	P.O.Box 104 KENEMA

Tanganyika

KILEO, Johnson,	Cooperative Inspector c/o Kilimanjaro Native Coop. Union Ltd.,	P.O.Box 67 MOSHI
LWABUTI, Benant, Joseph,	Cooperative Officer Cooperative Development Dept.	P.O.Box 12 BUKOBA
RUGARABAMU, Gerand, Mbakireki	Manager, Bukoba Native Cooperative Union	P.O.Box 5 BUKOBA
TESHA, Joseph, John, Philip,	Senior Cooperative Inspector Kilimanjaro Native Coop. Union.	P.O.Box 67 MOSHI

Uganda

EDYANGU, Raphael	Cooperative Officer	P.O.Box 215 MBALE
GODDA, Boniface, Benwa,	Cooperative Officer	P.O.Box 1340 KAMPALA

6. PORTUGAL - Cabo Verde

SILVA, Francisco, Carvalho, Oliveira	Engenheiro Agronomo Cidade da Praia	CABO VERDE

Guinea and Lisbon

MENDES, Clarence Barbosa do Quental	Engenheiro Agronomo Estagiario Colaborador da Brigada de Estudos Agronomicos para a Guiné	Rua Augusta 27 2°D LISBOA

7. SUDAN

DAOUD, Mohammed, Ahmed,	HQ Cooperative Officer Department of Cooperation	P.O.Box 680 KHARTOUM

TRAINING

The staff members of the Training Centre, their background and subjects were as follows:

Name and Address	Qualifications	Subjects
Mr. I.V. Merlyn Davies Director of the Centre Cooperative Department P.O.Box 811 Nairobi - Kenya.	Deputy Commissioner for Cooperative Development in Kenya	Marketing Boards Kenya Coops, Duties of Officers Field Trips.

Name and Address	Qualifications	Subjects
Mr. W.J.W. Cheesman FAO Associate Director The White House Ropsley, Lincs England	Registrar of Cooperative Societies, Nigeria, Gold Coast and British Guiana. Adviser to Arab States. Lecturer Cooperative College Loughborough, England	Cooperative Laws and Bylaws, Economic appreciations, Turnover in relation to earnings, Management and stock control.
Mr. A. Hirshfeld ILO Associate Director 118 Rue Monge Paris, France	Maître des Requêtes au Conseil d'Etat, Professeur à l'Institut des Hautes Etudes de droit Rural et au Collège Coopératif de Paris. Administrateur du Centre National de la Coopération Agricole.	Insurance, Personnel, Inventory and stock control, Expense control, Management reports.
Mr. J.E. O'Meara Technical Secretary FAO, Rome	FAO Cooperative Specialist	Balance sheets, Role of a manager in a Cooperative, Budgets and their construction and use.
Mr. Jean Fauchon ILO Geneva	ILO Cooperative Specialist.	History and World trends of economic cooperation, Education of officers and members, Financing Cooperatives.
Mr. J.C. Ryan Reserve Bank of India Bombay	Formerly Registrar of Cooperatives Madras State. Presently Chief Officer, Agricultural Credit Dept. Reserve Bank of India.	Government and cooperation. Cooperative Credit, Cooperative Finance, Cooperative marketing, Consumers Cooperatives.

Supervision of administrative details was attended to by Mr. H. Schamberger, an Administrative Officer from FAO Headquarters, Rome.

In addition to the regular lecture staff, several guest lecturers from Kenya were invited to visit the Center and address the students. These included representatives of the Kenya Farmers' Association (Cooperative) Ltd., The Horticultural Cooperative Union, and Messrs. Dalgety and Co.

Special lectures were also given on office organization and insurance needs of cooperatives, including a number of lectures on accounting principles and practise given by Mr. Alexander MacLellan, Fellow of the Institute of Chartered Accountants of England and Wales.

The Center was also visited by the Minister of African Affairs, the Minister of Agriculture and the Minister of Housing each of whom spoke briefly to the participants.

Mr. C.T. Cheysson, Secretary-General of C.C.T.A. and Mr. M. de N. Ensor, Secretary of F.A.M.A. (Fondation pour l'Assistance Mutuel en Afrique au sud du Sahara) also visited the center and addressed the participants.

Mr. J. Orizet, Director, ILO African Field Office, Lagos, visited the Center from 8 to 11 September and gave a lecture on Labour-Management relations. He also explained how the ILO Field office could help cooperative development.

Mr. S.R. Maudsley, Principal of the East African Cooperative School, Kabete, kindly arranged two very interesting cinema shows at the Center. All the films were on cooperative subjects. Half were in English and half in French and in spite of language difficulties they proved very enjoyable and instructive to the participants.

Syllabus.

The course lasted six weeks and was directed towards the improvement of management and business organization of cooperative associations in the African territories and countries. Since some of the participants had not reached a high level of training, certain of the lectures prepared were too advanced for them. It was impossible however to modify the lectures without spoiling the course for the majority.

The normal hours worked were 09.00 to 12.30 and 14.30 to 16.45. Field trips meant longer hours, some lasting from 08.00 to 19.30. The six weeks were divided into:

Lectures	68 hours
Discussions and exercises	15 hours
Twelve country reports in plenary session	16 hours
Field trips, visiting 12 cooperatives and other business organizations	28 hours plus 5 days visit to Tanganyika.
Total:	127 hours plus 5 days.

The five days in Tanganyika were used for a visit to the Chagga area studying the Kilimanjaro Native Cooperative Union and some primary cooperative coffee marketing societies, which are its members.

Lecture Details

Subject	Hours
Addresses by Ministers of African Affairs and Housing	3
History of and World trends in Economic Cooperation	3
Principles and Philosophy of Economic Cooperation	1½
Types of Cooperatives	1½
Government and Cooperation	3
Cooperative Finance	3
Cooperative Credit	1½
Personnel - Selection and Training	1½
Labour-Management relations	1½
Office Organization	3
Marketing Cooperatives and Marketing Boards	3½
Consumer Cooperatives	3
Insurance	1½
Management in business	3
The manager and his role in a Cooperative	1½
Duties of the Committee and the Manager	1½
Education of Officers and Members - Problems of Democratic Control	1½
Budgets: their preparation and use - balance sheets	4½
Turnover and its relation to income and expenditure	3
Expense and stock controls	4½
Depreciation - its uses and abuses	1½
Management reports	3
Role of the Cooperative Department of Government	1½
Book-keeping, accounts and audits	7
Cooperatives-merchant House relations in Kenya	2
Kenya Farmers Association (Cooperative) Ltd.	1½
International Action for Cooperative Development	1½
Total hours	68

An examination paper was set at the end of the course. The results were:

A (90% or more)	4
1st Class (75-85%)	4
Pass	17
Fail	3
	28

Certificates were issued to the successful participants.

Literature

The following literature was issued to participants:

1. Cooperative Marketing for Agricultural Producers: FAO Publication, English only as French is out of print.

2. Cooperatives and Land Use: FAO Publication; French and English.

3. Cooperative Thrift, Credit and Marketing; FAO Publication, French and English.

4. Report on the Inter-Regional Seminar on Cooperation, Denmark 1957; ILO Publication; English only.

5. Cooperative Practices: ILO Publication. English and French.

6. Some Trends in the World Cooperative Movement; ILO Publication; English and French.

7. Cooperation - A Workers' Educational Manual; ILO Publication; English and French.

8. Gestion des Coopératives, by E.H. Thomas; French only.

9. Manual of Cooperative Law and Practice by Surridge and Digby; English only.

10. Manual for Cooperative Personnel in the Caribbean by Cheesman.

Documentation

Each participant received, either in English or French, as suitable, 38 outlines of lectures and 12 country reports.

Field Work

On field trips 732 miles were covered in buses and cars so that participants could see as much as possible of Kenya and Tanganyika and their developments. In order to study good business organization in action, visits were paid to commercial undertakings as well as to cooperatives. It was thought that much could be learnt from visits to plants which had modern equipment for agricultural production and marketing (including grading, processing, packing and storing). The participants stated that they had benefitted greatly from these studies, during which they visited the following;

- Kenya Poultry Producers Cooperative - egg grading and packing station;

- Kenya Planters Cooperative Union coffee mill;
- East African Cooperative School, Kabete;
- Kenya Cooperative Creameries Ltd., (Nakuru Branch);
- Kenya Pyrethrum Board, Nakuru;
- Dalgety Wool Store, Nakuru;
- Kilimanjaro Native Cooperative Union, Moshi, Tanganyika;
- Uru South (Tanganyika) Cooperative Marketing Society;
- Chagga Coffee Research Station;
- Pyrethrum Marketing Cooperative Society;
- Kenya Railway Consumers Cooperative;
- Socfinaf Estates Ltd., for ranching, cattle rearing, dairy cattle, mobile milking machines, model small dairy, coffee growing and ultra-modern processing.

Method

During the orientation period at the beginning of the Centre the participants were individually interviewed by a board consisting of the Director, the two Associate Directors and the Technical Secretary. Each participant was assessed for education, training, experience, ability, adaptability and character. An endeavour was made to adjust the course as much as possible to suit the majority. It was found that:

(a) 11 had cooperative training and experience;

(b) 10 had cooperative training but little experience;

(c) 7 had neither training nor experience.

Group action was essential for two reasons. Firstly, group discussions and exercises would enable the (b) and (c) participants as above to learn from those trained and experienced. Secondly, a party of 28 was too cumbersome for field trips. Accordingly they were divided into three groups with the French-speaking participants in one group and each group having its share of (a) (b) and (c) participants as above.

Lectures were normally given in the mornings. Each lecture was usually of an hour duration, followed by questions and discussions. Some discussions were continued formally in afternoon plenary sessions and informally in evenings in the common room.

Plenary session discussions were usually led by the two Associate Directors to ensure that points of view expressed both in English and French were dealt with. Frequently the Director, two Associate Directors and Technical Secretary formed a panel to discuss and answer questions. All expressions of points of view were accepted and examined. The twelve country reports presented by participants provided an excellent exchange of experience and examples of development which often led to useful discussions.

Group discussions were usually based on exercises designed to provoke the expression of opinions and the arrival at group conclusions expressed as answers. They were then followed by a plenary session at which the staff panel discussed the group answers and compared them with the panel solution. Every endeavour was made to ensure participation by all the students.

Centre Cooperative Society

The participants organized and applied for registration of their own consumers' cooperative, the "South of the Sahara Training Centre Cooperative Society Ltd. " It was registered by the Registrar of Cooperative Societies, operated successfully by its elected committee, went into voluntary liquidation and was legally wound up with an operating surplus. It provided amenities for the participants and also gave them practical experience in the organization, management and liquidation of a real cooperative.

Evaluation

An evaluation form was given to each participant to complete anonymously so that each could express his views freely. The consensus of opinion was that accommodation and food were good, administration arrangements were excellent, the center had been of great benefit, most of the lecturers were interesting and instructive, the syllabus had been too big and the hours worked too long. Perhaps the last two comments, which were meant to be adverse, actually underline the successful administration of the Centre.

APPLICATION OF THE TRAINING RECEIVED

Cooperation is not a magic word which is bound to bring success. A cooperative organization depends upon good management for success even more than does a commercial enterprise. Because of the democratic system of control in a cooperative, the special relations of the member with the cooperative through being both the owner and user of its facilities, and the constant need to educate officers and members, the cooperative manager had not only to possess top-grade commercial capacity but also to be well-versed in and enthusiastic about cooperative principles and practices. It was evident that some of the concepts of the management and practice presented at the center by the lecturers were surprising and novel even to those managers among the participants who had a good deal of experience.

As a result of this center many of the participants should be better qualified either to supervise or to take part in the management of large cooperative organizations. Some should be able to do so with some supervision while others will need regular and skilled guidance. Most participants however will need practical experience as assistants to cooperative managers in order to gain needed confidence and skills.

CONCLUSION

The Center closed on September 18 at a final session with hospitality provided by the Associate Directors on behalf of the Food and Agriculture Organization and the International Labour Office. Guests included the Ministers of African Affairs, Agriculture, and Housing in the Government of Kenya. Most of those who had helped to make the Center a success and/or extended hospitality to the participants were also present.

The closing speeches noted several important points, e.g. the suitability of Kenya for the centre because of good climate and facilities; the great variety of cooperative societies, including some large societies with very efficient management; the favourable impressions made on Kenyans by the good behaviour and manners of the participants; the way in which the participants from 16 different countries with three languages had settled down into a happy family; the excellent participation in the course by all participants; the appreciation by the participants of the benefits they had gained; the all round conviction that the Centre had been a great success.